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**CODIB-D-81
31 March 1961**

**UNITED STATES INTELLIGENCE BOARD
COMMITTEE ON DOCUMENTATION**

MEMORANDUM FOR: Committee on Documentation

SUBJECT: Community Systems Survey

Attached are two copies of the response of The Rand Corporation to our request for an indication of interest in a possible survey of the community's information processing systems.


**Paul A. Borel
Chairman**

Attachments - 2

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The **RAND** *Corporation*

1700 MAIN STREET
SANTA MONICA, CALIFORNIA

F. R. COLLBOHM
PRESIDENT

23 March 1961

Mr. Paul A. Borel
Assistant Director for Central Reference
Central Intelligence Agency
2430 E Street, N.W.
Washington 25, D. C.

Dear Mr. Borel:

Late in December I received your letter asking about the desirability of getting some assistance from organizations like RAND on a study of the document and information handling processes being used by the various Government intelligence agencies. Following our study of the statement of the problem and the other background material you sent with your letter, Dr. Ware and Mr. Farmer of our Research Staff discussed the matter with you in more detail. Earlier this month, Mr. Belzer saw you to discuss the results of our thinking about the problem and the role that RAND might play in helping you to solve it. I am writing to make our offer of assistance more specific and formal, but I want to put it in the context of how we think this problem should be tackled.

Our prior experience with problems of this kind, where the management and organizational elements appear to dominate, and our knowledge of the experience of others who have tried to solve similar problems, leads us to suggest that the responsibility for solving it be given to a full-time working group with no other commitments. We think the members of the group should come principally from the various Government intelligence organizations. Expert consultants with skills needed to complement those of members of the group could be drawn from organizations outside of the intelligence community. Consideration should be given to the short-term use of some of these consultants on particular aspects of the problem in addition to those you might wish to have on the group on a full-time basis. A task group of this kind, with the operational knowledge and experience of most of its members to draw upon, is

Mr. Paul A. Borel

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likely to have many more useful insights for solving this problem than one consisting mostly of specialists on document and information handling processes drawn from outside organizations. Moreover, solutions to the types of problems you posed, designed by the former kind of group, are not only generally better but also more easily understood and accepted by the people in the organizations affected.

Mr. Belzer reported that he explained the difficulties RAND has in offering to participate in an effort of this kind. The broad scope of our research program sharply limits the number of competent and interested people we can have in each field of specialization. Our situation is further complicated in this instance by our prior, long-term commitments to our sponsors. Accordingly, we will be unable to do more than send one of the members of our Research Staff to participate full time for the period of between six and nine months that you estimated might be required. The costs to move the man we are currently thinking of sending would be between 15 and 16 thousand dollars for six months and between 20 and 22 thousand for nine months. If and when you are interested, we will, of course, be happy to furnish a more accurate estimate showing the amounts allocated to salary, travel, moving expenses, etc. In addition, of course, we will continue to cooperate with you in the solution of this problem as we have others in the past by arranging to have the people on our Research Staff who might contribute get together with people in your organization, either here in Santa Monica or in Washington during the course of one of their business trips. If any of your people want to arrange such conferences and don't know whom to contact, Mr. Belzer will be glad to make the arrangements.

I hope you'll understand that our limited offer of assistance is a product of our situation and not a lack of interest. We are interested, not only in helping you to solve this important problem, but also in strengthening and developing further the relationship between our organizations.

Sincerely yours,

F. R. Colwell